

Community Connection

Pembroke Regional Hospital Winter 2014 Edition



Leading, Learning,
Caring For You

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Wait Times Improving In The Pembroke Regional Hospital Emergency Department

In the past year, the average wait time for low acuity patients in the Pembroke Regional Hospital's Emergency Department has dropped from three hours to one.

For the same time period, the length of stay in the ED for a patient waiting for a hospital bed has been reduced by approximately 15 hours.

Overall, patients are receiving the same exemplary service but at a much quicker pace thanks to the introduction of new quality improvement initiatives designed to improve patient flow.

In the past eight months alone, a total of 78 staff-generated initiatives have been implemented in the ED including better organization of supplies and equipment in the work environment, printer relocation, the installation of additional computers, and use of redesigned forms, among other things.

"Until this point, staff had ideas on how to improve efficiency but there

was no dedicated time or resources to be able to address those ideas and make the changes," said Francois Lemaire, Vice-President of Patient Services – Acute Care and Chief Nursing Executive.



Francois Lemaire

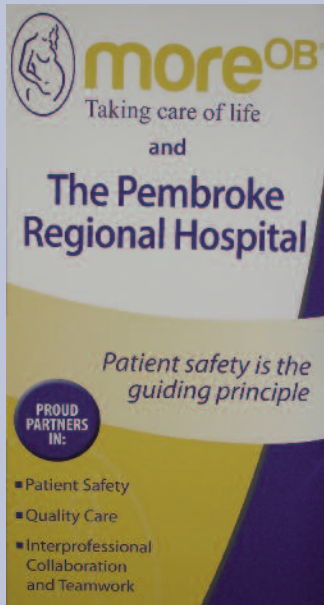
Now, using the LEAN philosophy, a process to help identify and eliminate wasted steps derived from the Toyota Production System, staff have been empowered to take the ideas they had before and move forward with the changes on their own, Mr. Lemaire said. "Now they have ideas and we say – just do it!"

"The result has been the ability to provide faster and more efficient care, which reduces the pressures on the department as a whole. Staff and physicians are fully engaged in the process," he said.

Another substantial reduction in wait time has been realized in the time it takes for a new patient to occupy a bed from the point when the previous patient was discharged from the unit.

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New Obstetrics Program Will Improve Patient Care At PRH



The Pembroke Regional Hospital's obstetrics team is following the lead of more than 260 hospitals throughout North America as it recently embraced and launched the MORE^{OB} (Managing Obstetrical Risk Efficiently) program, an obstetrics program that will fundamentally shift the way our hospital delivers obstetrical care.

MORE^{OB} is a comprehensive program with a 10-year history designed to create a culture of improved patient care within the obstetrical unit through emphasis on patient safety, quality improvement and professional development.

The MORE^{OB} program has been implemented in hospitals across Canada and has demonstrated great success. The three-year program consists of online learning, skills drills, workshops and clinical examinations which are designed to promote effective

interaction and understanding between all caregivers and administrators involved in labour and delivery situations. Dr. Brian Baxter, Dr. Siddhartha Mukherjee, Dr. Ashraf Yacoub and our Midwives, Suki Hardesty and Kilmeny Heron all support this endeavour as it is recognized that together we will develop a team ready to manage obstetrical risks safely.

"This program essentially standardizes communication for obstetrical care so that all obstetrical care providers, regionally and within the province, will speak the same language," said Janet Kraemer, Director of the Obstetrical and Surgical programs at PRH. "Additionally, it takes away the hierarchy within the team so that everyone's opinion is respected, everyone can identify risk, and everyone is valued in their assessment of the patient," Mrs. Kraemer said.

A core team of PRH physicians and staff have already been trained and this core team will train other physicians and staff through the use of the support provided by the MORE^{OB} organization.

Francois Lemaire, Vice-President of Patient Services – Acute Care and Chief Nursing Executive said staff are very excited about their involvement in this program, noting that as practice changes continuously, on going progress and improved results are important.

"There is real added value to being part of the program. While all challenging situations can't be prevented, the learning from this program will improve how they are dealt with and having the additional structure will help to guide our team to better outcomes."

With the MORE^{OB} program, change is made incrementally to ensure that a culture of safety becomes embedded into practice, and teams are given tools to track their progress and benchmark their results against other hospitals.

Senior Friendly Initiatives Replacing Traditional Care Plans For Seniors

A noticeable shift in the way seniors are being cared for in hospital is taking place at the Pembroke Regional Hospital.

On the third floor Medical unit, the patients, mostly seniors, look forward to new exercise classes during which they have an opportunity to stretch their muscles, toss beanbags into baskets, and play catch with beach balls while reminiscing about their childhood and other games they enjoyed.



And while some are still of the mindset that if they are admitted to hospital they are put on bedrest, increased opportunities for mobility and cognitive activities are in fact, just what is being prescribed.

"Any additional activities and structure that we can provide for our patients only helps them achieve the goal of getting them well and out of hospital, and it results in a better quality of care," said Medical Unit Manager Elaine Elliott, adding that, "There's lots more that can be done, but this is a good beginning."

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PRH Faces Off Against Ottawa Jazz



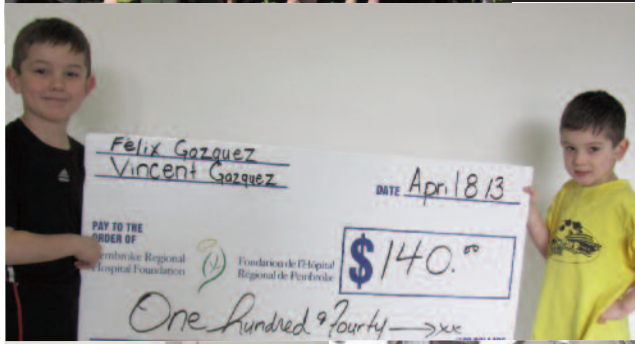
PRH team members Dr. Debbie Timpson, Pierre Noel, Sabine Mersmann, Joey Allen and Greg Junop took on the Ottawa Jazz Wheelchair Basketball Team Feb. 7th at Algonquin College in a game refereed by Garland Wong. Also taking part in the MRI fundraiser which brought in more than \$2,400 were teams from the City of Pembroke, Algonquin College and the Pembroke Lumber Kings.



Without a doubt, this MRI campaign is about people helping people.
Kate Quinn, Treasurer PRHF

The numbers tell the story. Thanks to the thousands of caring individuals from across the Upper Ottawa Valley who have pitched in to help, we now need less than one million dollars to reach our \$4.5 million goal.

An MRI means an expansion of services and programs available close to home. It means new opportunities for comprehensive care, and shorter wait and travel times for all of us who live in Renfrew County. As we turn the corner to bring home the MRI, we invite others to join in. It is remarkable what we can accomplish when we all pull together! Thank you.



Together we can clearly advance healthcare



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TO HELP BRING THE MRI HOME!

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For more information on how you can help, drop by our office at the Pembroke Regional Hospital, Tower A, 126, call 613.732.2811, ext 7408, or email us at foundation@pemreghos.org

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 705 Mackav St. Pembroke ON K8A 1G8
 A tax receipt will be issued for gifts \$10 or more.
 Charitable Registration No. 870047610 RR0001

Wait Times Improving...Continued From Front

On average this transition used to take 213 minutes. Thanks to a review of processes and a collaborative effort involving housekeeping, admitting staff, the Emergency Department and the clinical units, that turnaround time has been reduced to an average of 52 minutes.

Mr. Lemaire also cited continued success with the addition of "Zone B", an expanded area of the hospital's Emergency Department with additional physician and nursing resources in which those patients with simpler, lower acuity issues may be seen.

"All that we are doing is about daily quality improvement," said Mr. Lemaire. "Each day we ask ourselves – is there a way to improve? And the answer is always yes. With the same resources we're creating more value for our patients and our patients are seeing a difference," he said.

The Ministry of Health and Long-Term Care's Pay for Results ranking which is based on five indicators covering wait times and admissions is also reflecting these changes. Based on statistics from January to December of 2013, the Pembroke Regional Hospital has experienced a 35% improvement in its ranking among 74 hospitals.

Hospital President and CEO Pierre Noel said the fact that the same level of quality care is being provided in a faster, more efficient manner is gaining positive recognition within the community and the measures taken to achieve this are not only benefitting patients, but they are also easing the pressure on staff.

"Recognizing that this isn't just a project, it's a process and a cultural shift in the way we do things, the positive changes made so far are just the beginning and we now have the tools to continuously improve the care we deliver to patients for weeks, months and years to come," Mr. Noel said.



Some members of the Emergency Department's LEAN team.

From left, Unit Clerk Lisa Horton, Vice-President of Patient Services (Acute Care) and Chief Nursing Executive Francois Lemaire, Registered Practical Nurse (RPN) Greg Tate, Dr. Tom Hurley Chief of the ED, Registered Nurse (RN) Mavis Jones, RN Debbie Wegner, Unit Clerk Amber Agnew, VP of Patient Services (Seniors and Community Care) Sabine Mersmann, ED/ICU Clinical Manager Michelle Godsell and RN Jeris Johnston.

Quilters Donate Baby Gifts



At Christmas, representatives of the Pembroke Log Cabin Quilt Guild donated a variety of colourful quilts to our Maternal Child Care program to be given as gifts to moms in need.

Pictured here are Clinical Manager Karen Schreder, Suzette Begin, Registered Nurse Donna Kean, Guild President Janet Baird, Christina Adams, and Cathy Britton. Kneeling in front are Registered Practical Nurse Sylvia Hicks and Kim Cleveland.

PRH Honours 2013 Retirees



On Feb. 7th the Hospital hosted a luncheon at the Marguerite Centre for 15 staff members who retired in 2013 and collectively contributed 405 years of service.

Back row: Debra Wright, Laurette Pelletier and Shirley Hebert. Front row: Vonda Watson, Sheila Broome and Bernadette Wren.

Missing from photo: Lynne Sproule, Shirley Demers, Judith Hill, Kerri Drew, Eleanor Wright, Mary Douglas, Janet Nelson, Karen Hoffman and Jeanette Sohy.

Senior Friendly Initiatives Replacing Traditional Care Plans...Continued From Front

With mandates now in place for hospitals to focus on senior friendly initiatives, gone are the days of not so long ago when routine care of our seniors in hospital always involved starting an intravenous (IV), providing them with a catheter, dressing them in a gown and putting them to bed.

"It has been proven that this traditional approach is so detrimental," said Sabine Mersmann, Vice-President of Patient Services – Seniors and Community Care at Pembroke Regional Hospital. "We have known aspects of this for a long time, but it was not addressed in a systematic approach," she said.

That changed two years ago when the Ministry of Health and Long-Term Care engaged Dr. Samir Sinha as the provincial lead for a comprehensive study focusing on senior care in hospitals which resulted in the development of Ontario's Seniors Strategy.

"Beyond accessibility, it was mandated that all aspects of care must meet the needs of seniors. The LHINs (Local Health Integration Networks) were directed to pay attention to this – to the point where it is now part of each hospital's accountability agreement," Mrs. Mersmann said.

Now, PRH is required to submit an annual action plan on its Senior Friendly Initiatives. And while many aspects of senior care can be addressed, the primary focus must be those initiatives designed to prevent delirium and functional decline. To assist with the development of this plan, PRH formed a committee in 2012/2013 which was championed

by Dr. Joan Tyler and comprised of frontline staff.

To help prevent and detect the early onset of delirium which can have rapid onset and be intensified based on the level of dementia a patient may already have, an assessment program was launched which starts at admission and is repeated every 24 hours. This allows for early detection and treatment which could be as simple as making an adjustment in medication or dosage.



Sabine Mersmann

To prevent functional decline, the solution was clear, mobilization. "Particularly on the Medical Units, the challenge was finding ways to not only increase mobility, but also initiate a culture shift in the way our staff and our patients think about healing and wellness," said Mrs.

Mersmann.

She noted that the improvements which were brought about were gradual, such as bringing patients to the 2nd Medical dining room for meals and no longer serving food in bed. Patients were asked to bring in street clothes and indoor shoes, and on 3rd Medical, exercise classes were developed and green diamond-shaped mobility markers were posted throughout the corridors, 10 feet apart so that patients can track their distance and strive to meet prescribed mobility goals.

Other initiatives include the use of whiteboards in patient rooms, both as an additional means of two-way communication between patients and

families and their healthcare providers, as well as being a place where mobility goals and patient ability can be posted for all to see.

Ms. Elliott said the families really enjoy the new whiteboards, finding them very professional and more standardized for communication purposes.

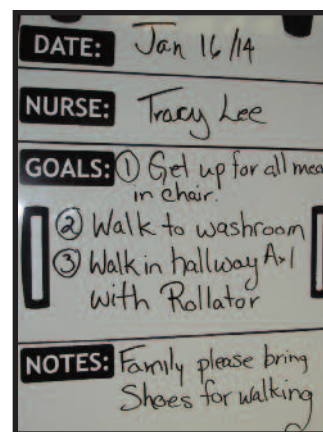
"Having the whiteboards has really improved communications – family members can write messages on the board for the healthcare team, patients can jot down questions for their physicians, and in turn we can provide the information they need in a location it can be easily found and accessed," she said.

Physiotherapist Sarah Biggs highlighted new mobility pamphlets which are placed at the bedside for newly admitted patients and outline the importance of mobility as well as patient expectations.

"Mobility can be as simple as getting up to brush your own teeth, or doing exercises at your bedside, but

more and more people are realizing the importance of doing this," Ms. Biggs said. "Early mobilization is a complete change in mindset. It's a whole culture change for us and for our patients but it's one that I feel is going to help decrease a patient's length of stay since they will be strong enough to go home when they are medically stable."

"This is a work in progress and an ongoing shift in the way things are done," she said. "It's becoming the norm that, within any department, staying in bed is not an option. Mobilization is part of the daily treatment plan, just like taking medications."



Sample whiteboard

PRH Hosts Another Successful *Take Our Kids to Work™* Program

Last November 6th, close to 30 children of Pembroke Regional Hospital's employees received a first-hand perspective in the workings of a hospital during "National Bring Your Child to Work Day".

The Grade 9 students representing seven high schools in the region including Fellowes High School, Bishop Smith Catholic High School, Opeongo High School, General Panet High School, Ecole Elementaire et Secondaire Publique L'Equinoxe, Ecole Jean-Lajoie and Ecole Dr. Wilbert Keon, got an inside look at what a career in health care is really about.

As Renfrew County's largest healthcare employer with approximately 750 staff and 50 active physicians, 'Bring Your Child to Work Day' offers PRH the opportunity to showcase the large scope and variety of jobs throughout the hospital.

"We offer a very structured program to help children gain insight into the healthcare field," said Karen McEwen, Director of Professional Practice, Policy and Education.

The program offers a variety of hands-on activities, guided tours, group activities as well as lectures.

This past year's lectures included a 'Lunch and Learn' session with Dr. Tom Hurley, Chief of Emergency, who spoke about different careers in medicine as well as a suicide awareness presentation from Community Mental Health Services staff, Devon Recoski and Kelsey Michaud.

Students also had the opportunity to observe a mock "Code Stroke" involving staff from Nursing, Medicine, Diagnostic Imaging, Information Technology, Respiratory Therapy, Regional District Stroke Centre, Patient Information and Communication Services, and visited various age-appropriate areas of the hospital including



Dietary, Plant Services, Bio-Medical Engineering, and Rehabilitation Services.

The students were also treated to a tour of the Renfrew County Paramedic Base where paramedics, Brian Dament and John Greene, introduced students to the traditional role of the paramedic in the community as well as the Community Paramedic Response Unit Program.

Along with Ms. McEwen, Melissa Ziebarth, Volunteer Services Coordinator, helped coordinate the day's activities for all of the students.

"It's a great idea. I often talk about my job at home with my daughter, but it is different for her to actually experience it in person," said Mrs. Ziebarth, whose daughter Payton Ziebarth participated in this year's program.

"It really opens your eyes up to the possibilities out there in terms of healthcare careers," said Payton.

Ms. McEwen said the hospital is thrilled to be part of this important national initiative each year.

"Bring Your Child to Work Day is an excellent opportunity to showcase to our young people the diverse job opportunities available to them in the healthcare sector, and we hope to have sparked the children's interest in healthcare career choices".

Photos (From top to bottom): Students learn about Respiratory Therapy from RT Jennifer Croft; Students watch the healthcare team respond to a mock "Code Stroke" for a patient; Plant Services staff speak about the variety of career opportunities in healthcare; and Allied Health Professionals demonstrate techniques for used in rehabilitation.

Community Members Learn About Diabetes By "Living" With The Disease

Town of Petawawa Councillor Theresa Sabourin has a strong interest in learning opportunities and experiences that can allow her to look at things in life from a different perspective.

So given the opportunity to "live" the life of a diabetic for three days as part of an activity coordinated by the Renfrew County Diabetes Education Program for Diabetes Awareness Month, she not only chose to take part, but she also chose to be very vigilant in making the experience as realistic as possible to fully understand and appreciate what those living with diabetes must go through day-to-day.

With a "diagnosis" of Type 1 diabetes controlled through insulin and diet, Ms. Sabourin tested her blood glucose levels seven times per day and injected herself with a saline solution before each meal and bed each evening. "The entire experience was an important learning opportunity for me, but it was pretty intense," she said, acknowledging that she is not a person who is comfortable getting needles, let alone having to do the injections herself.

She explained that using the equipment took some getting used to, and while the technology itself has come a long way, her fingers still got sore from frequent glucose tests and she wasn't injecting the "insulin" properly at first. "It shouldn't have hurt but it did a couple of times," she said.

In addition to the "medication" she required, Ms. Sabourin also needed to complete 30 minutes of moderate exercise each day and maintain a diet based on the Canada Food Guide.

With the experience now behind her, Ms. Sabourin said she has gained a greater respect and appreciation for those living with diabetes and how the disease impacts their lives.

She noted that while diabetes is a disease which can be managed, those afflicted have to plan for and make appropriate choices regarding their lifestyle or there will be consequences to the choices they make.

As part of November's Diabetes Awareness Month activities, the educators from the Renfrew County Diabetes Education Program which is administered by PRH, coordinated the special experience for high profile volunteers within the region including Ms. Sabourin, Eganville Mayor Jennifer Murphy, Renfrew County Warden Peter Emon, Daily Observer reporter Ryan Paulsen, Lean Process Improvement Coordinator Lisa Bradley of the Pembroke Regional Hospital and Ontario Court of Justice Judge Grant Radley-Walters, in order to show what individuals living with the disease must go through.

"An activity like this is very effective in illustrating the commitment to lifestyle change that is required after diagnosis," said Karen Roosen, Diabetes Education Coordinator at PRH.

"It promotes a better understanding of both prevention and management of diabetes and given the backgrounds of those who have volunteered, it allows for an opportunity to speak about diabetes in circles where it may not have been a topic of conversation."

PRH Board Meetings

Regular meetings of the Hospital's Board of Directors are held in the 1st floor Board Room, Tower C, at 7 p.m. the last Wednesday of each month, except for July, August and December.

Members of the public are welcome to attend.

Versions Françaises Disponibles

Veillez communiquer avec Carolyn Levesque au (613) 732-3675, poste 6165, ou au pr@pemreghos.org.

Guest Speakers Available

Learn more about your hospital, its programs and services, or other health-related topics of interest.

Guest speakers and presentations are available. Please contact: Public Affairs and Communications by phone: (613) 732-3675, ext. 6165 or email: pr@pemreghos.org



Are You Interested In Volunteering? Consider Joining The PRH Auxiliary

The PRH Auxiliary welcomes anyone who wishes to volunteer with their activities.

Volunteering is a great way to socialize and meet new people.

The Auxiliary has pledged \$1 million to the MRI Campaign. All of our profits from the various activities we host go directly towards this worthwhile endeavour.

Volunteers can work a few hours a month or more if they wish.

No experience is necessary. Training and mentoring is ongoing for our volunteers.

The PRH Auxiliary needs volunteers to help in the Mural Cafe and the Sunshine Gift Shop, at Bingo and with the HELPP tickets.

Shifts in the Cafe are Monday to Friday, 8 a.m. to noon and noon to 4 p.m. (2 per shift).

Shifts in the Gift Shop are 10 a.m. to 1 p.m., 1 p.m. to 4 p.m., and 7 p.m. to 8:30 p.m.

Bingo shifts are 2 or 4 hours on Tuesday afternoons.

HELPP ticket shifts are Monday to Friday, 10 a.m. to 12:30 p.m. and 12:30 p.m. to 3 p.m.

Anyone wishing to volunteer is asked to call 613-732-3675, ext. 6169.